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MAY 2009

Hotel Design

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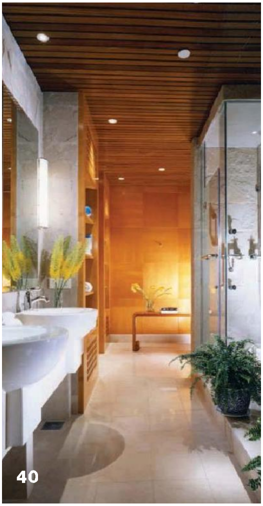

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correction:

In the Art Focus section of the April issue, a Joan Warren-Grady Art Advisory project was misidentified as the Four Seasons San Francisco. The project photo is really of the Ritz Carlton Palm Beach.

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Flexible and strong

Paul J. Heney
Editorial Director
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How flexible is your company? While speaking with some smaller design firms recently about the challenges they are facing in the current economic downturn, I was struck by a common thread they all shared. What seems to be the key in successfully managing your way through a recession is an ability to adapt as an organization.

Gone are the days when you can count on even your most dedicated clients for a guaranteed stream of projects. Firms must not only court new, potential clients, but pay close attention to existing customers. Marketing yourself—something that seems to have been forgotten by many firms, is now a necessity.

Being flexible means looking outside your normal scope of business. We've all heard the stories about travelers trading down, staying at midscale brands instead of upscale or luxury properties. Designers told me that they're willing to work on more limited service projects than they might have in the past, when they were more able to pick and choose between projects. That doesn't mean these new customers will accept less. Clients are looking for firms that are budget-conscious, but still committed to a top-level design approach.

Flexibility can also involve looking farther than your proverbial backyard. Sue Firestone of sfa design told me her clients are more international in scope than ever before.

"Many of them also possess a much higher awareness of and commitment to eco-friendly ... practices, models and materials," she said. "In Nicaragua, for example, we are working on a five-star resort for which the client would like us to use local craftspeople and millworkers, which not only supports the local economy but is a truly green practice, eliminating the significant environmental damages of shipping."

Individual designers have always known the importance of being flexible. Flexibility is critical when working with a space that isn't exactly what we would have chosen. Sometimes, adaptive reuse projects or guidelines for historic buildings force us to adapt designs in unique ways. And, certainly everyone has worked for a client or two whose whims, attitude, or lack of vision forced us to be flexible—even as we bit our tongue and smiled.

The firms that make it through these difficult times will be the ones that were the most able to adapt. They will be the ones that were able to make a difference with limited resources. They will be the ones poised to take off and succeed, to create new paradigms and change the industry for the better.

How is your firm staying flexible? Drop me a line and let me know what challenges you're facing and how you are adapting. I look forward to hearing from you.

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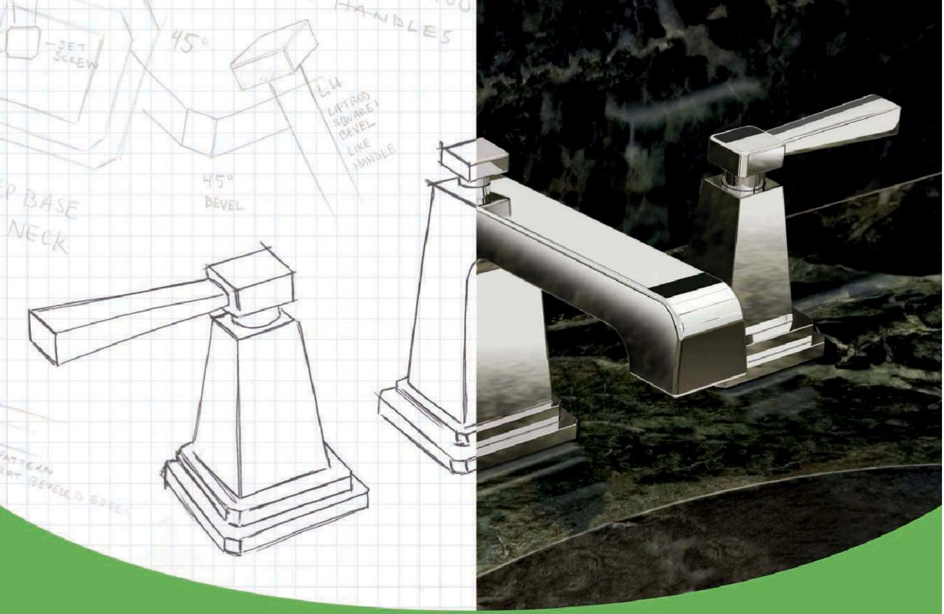
Hotel Design celebrates the design excellence of hotels, resorts, lodges and destination spas. Vivid photography, creative layouts and descriptive writing help present to the reader a broad focus on the new styles and fashion trends emerging in furniture, fixtures and the lodging spaces that provide a foundation for creativity. Hotel Design aims to be the source of inspiration for the individuals who help make it happen.



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CIRCLE NO. 147

March Mingling

Mary Malloy
Publisher
mmalloy@questex.com

The month of March came in and went out like a lion as all month long there were roars of laughter—despite the economic environment. Good industry friends continued to meet, network, collaborate, celebrate and get business done.

As usual, New York City was host to countless events. The 13th annual Fred Tibbitts & Associates "A Spring Evening in New York with Very Special Friends" was held at the Vanderbilt Suites in The MetLife Building.

It was a memorable event. Guests included FTA 2009 honorees, hotel and restaurant senior executives, presidents, vice presidents and managing directors. A highlight of the night included the award for the 2009 FTA Hospitality Award for Excellence as an Operator—North America accepted by Fernando Salazar, Vice President of Food & Beverage for Wyndham Hotels & Resorts. Also in attendance at the event was Joe McInerney, President & CEO of the American Hotel & Lodging Association.

Another great event, the Association of Starwood Franchisees & Owners – North America, was led and organized by John Shingler, ASFONA president & CEO. In attendance were several Starwood Hotel owners, leading hotel purchasing/design firms and key vendors for Starwood Hotels.

The two-day event included presentations from vendors and hotel owners, a networking event/cocktail party, a very special Chef's Creation Dinner and presentations by Starwood brand managers to hotel owners and vendors. The event concluded with breakout sessions, in which attendees separated into roundtables consisting of hotel owners, purchasing companies and vendors. The event was great for productive brainstorming, relationship building and stimulating, forward-thinking discussions.

The ASFONA group is held in high regard and valued by all parties involved. Steve Tipton, VP of Simmons Hospitality Group finds this to be an asset.

"ASFONA is an extension of the Simmons partnership with Starwood. We understand how important an active owners group is to the continued growth of the company," he said.

Developers also find great value. Gerry Chase, President and COO of New Castle Hotels & Resorts said:

"ASFONA is a growing community of industry leaders and owners that are taking an active part in guiding the future of Starwood properties. Although ASFONA is an advisory franchise owners group, it is helping in connecting the rapid changes in our industry today in practical implementation with the brands and Starwood properties."

MINGLING [Top row] Nathan Hartzel, national A/C Sales Manager, PepsiCo; Robert Wright, Americas Manager, hospitality, BOSE Sound Systems; Hung Luk, executive director, Chelsea Grand; Mary Malloy; John Shingler, president, ASFONA; Steve Tipton, VP hospitality group, Simmons Mattress; Stephen Collie, VP National A/C, US Foodservice; [Second] Shingler; Jay Mahan, president, Davidson & Jones Hotel Corp.; Gerry Chase, president & COO, Newcastle Hotels & Resorts; Paul Leier, president, Cavalier Enterprises; Lou Karger, president, Karger Reality; Luk; Paul Wischermann, president, Wischermann Partners; Ed Kopp, SVP, JBG Companies; [Third, left] Mark Friesen, principal, Beyer Brown & Associates; Malloy; Luk; David Tibbs, director US development, Beyer Brown; [Third, right] Wischermann; Malloy; Shingler; [Bottom, left] Bob Holland, VP, openings & transactions, Wyndham Hotels & Resorts; Fernando Salazar, VP of F&B, Wyndham; Patrick Beron, VP, sales & marketing, Wyndham; [Bottom, right] Joe McInerney, president & CEO, AH&LA; Salazar; Fred Tibbitts Jr., president & CEO, Fred Tibbitts & Associates.

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Caribbean couture

The line between indoors and outdoors blurs at this luxurious seaside gem

PHOTOGRAPHY / **BRUCE BUCK**

The Tortuga Bay experience begins at the Dominican Republic's Punta Cana International Airport, where visitors are personally whisked through customs and driven to the resort enclave just a few miles away. The short trip from airport to resort is intended to be seamless for the guest, and once on property, the theme of seamlessness extends to the architecture and design as well.

Designed entirely by Oscar de la Renta, the ultra-exclusive Tortuga Bay is a nod to the simple serenity of its surroundings. Opened in December 2005, the resort is nestled into the Puntacana Resort & Club along the eastern shore of the Dominican Republic. Tortuga Bay's 15 beachfront villas, restaurant, pool, walkways, bars and public spaces merge seamlessly into their quiet Caribbean surroundings—and that's no accident, according to de la Renta.

The noted designer has called his vision for Tortuga Bay one of "unrestricted simplicity" that complements the beauty of the environment, and doesn't interfere with it.

The villas take center stage at Tortuga Bay. All of the one- to four-bedroom configurations feature not only a color

NATURAL NEUTRALS Coraline rock is featured in the villa bathrooms, which include Jacuzzi bathtubs and separate showers. Bright accents from fresh flowers and saffron walls complement the natural settings in the bathrooms and bedrooms [below].

palette chosen by de la Renta, but furniture and casegoods designed by him as well, to echo the natural surroundings. Warm saffron shades characterize the villa exteriors and bedroom interiors, while white trim provides a simple framework for the blue skies outside. Light wicker and rich mahogany hardwood set off the understated cream tones of the bedding and softgoods.

Tortuga Bay belongs to The Leading Hotels of the World and Virtuoso Hotels & Resorts.

De la Renta, a Dominican native, is a co-developer of the Puntacana Resort & Club, including Tortuga Bay.

-- Stephanie Ricca

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Elizabetha collection
designer Jaime Bouzaglo

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PROJECT SPECS

Project: Tortuga Bay
Punta Cana,
Dominican Republic
Designer: Oscar de la Renta
Opening date: December 2005
Owner: Grupo Punta Cana
Architect: Oscar de la Renta

SOURCE LIST BEGINS ON PAGE 96

BLUE SKIES Azure tones from the sky and water are natural accents to the villa exteriors [top], the villa living rooms that open directly onto a private patio [middle] and the pool area, which is bordered by Bamboo Restaurant [below].

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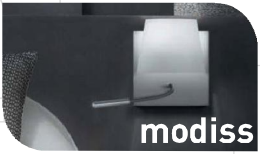

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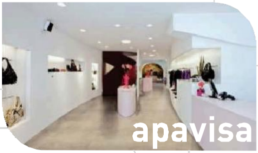

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CIRCLE NO. 153

Gaining a foothold

Smaller design firms offer tips and strategies for battling the recession

BY PAUL J. HENEY

In the 22 years that Andrea Dawson Sheehan has run her company, she has seen several up and down cycles, but nothing like the current economic state that we're in now.

"It just happened so fast," says Sheehan, principal, Dawson Design Associates. "Like a spigot turned off the water. We will survive, but not before things get very difficult."

Sue Firestone, founder and chaiman of sfa design, says all design firms are scaling back due to the economy, but she isn't panicking.

"Hotel design needs to stay fresh and up-to-the-minute in order to remain competitive, which means there is still a market for great designers," she says. "However, it's a much more budget-conscious, competitive market."

Scott Maloney, Director of mbi | k2m architecture, agrees it is a challenging time, and feels that smaller firms are particularly challenged by what he calls the three Ps: prospects, payments and people. Projects are fewer and further apart, many firms are having trouble collecting their accounts receivable and staff sizes are now simply too big to justify in these leaner times.

"No matter how good many of our existing staff is, with limited funds coming to the firms and waning job prospects, many small firms layoff staff to preserve a core group that [will] be used to rebuild the firm in stronger times."

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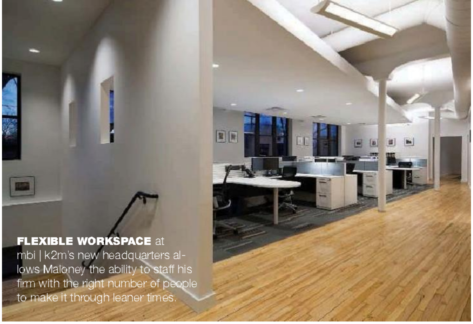
SMALLER FIRMS like sfa design, can find their niche. The company was responsible for the renovation of San Francisco's Villa Florence Hotel, an Italian-inspired boutique property.



FLEXIBLE WORKSPACE at mbi | k2m's new headquarters allows Maloney the ability to staff his firm with the right number of people to make it through leaner times.

So, what is the smaller firm to do? Aggressively go after each shred of business? Hunker down and wait for the ill winds to completely blow past? We asked some smaller firms for their success strategies in 2009.

1 Build new relationships now.

Sheehan notes that hotel design is not taught in school. Her firm partners with major architects near its Northwestern U.S. headquarters to offer hotel design training for interested designers and architects whom are currently unemployed or at firms with little work. Its goal is to keep these people engaged in the industry, to provide a sense of continuing education and to train potential staff for when the market eventually turns around.

“By giving back to the industry in a collaborative way, we are making new friends, hearing about what is happening with all the firms and offering a forum to voice concerns and fears,” she says. “Both IIDA and NEWH are working with us. We all have to stick together and lend as much support as possible until things turn around.”

Andrea Dawson Sheehan

Scott Maloney

Sue Firestone

Peter A. Fillat III

Peter A. Fillat III, principal, Peter Fillat Architects, agrees new relationships should be forged now, when designers have more time on their hands.

“Focus on relationships and relationship-building,” he says. “Now is not the time to be hiding under a rock. Take the opportunity to meet with people you've had a hard time getting a hold of. Be optimistic yet not naive, talk about your experiences and lessons learned in this past building/design cycle. Try to form a bond with the person such that they will remember you when this bounces back.”

2 Be flexible with your specialties.

Maloney explains his firm has always been focused on four major practice areas: hospitality, residential, commercial and government. With residential doing so poorly, it is able to basically ignore that market.

“We do continue to actively pursue the balance of other projects … our government/publicly funded projects [have] increased due to the ... money most of America is waiting for from the Obama administration,” Maloney says.

Sheehan is making sure her company expands which segments of the markets it will work in, as well as offer its services in both design and purchasing to mid-market clients whom may not have felt they could afford the firm in the past.

“We are offering a more limited service package for these projects,” Sheehan says. “Lifestyle/boutique style works in all segments, from Best Western to luxury. We also have a purchasing arm, and that provides additional revenue as well.”

For Sheehan, it's all about flexibility to get her company through this downturn.

“We anticipate that new construction will be weak for a longer period, but renovations will still be needed to maintain the asset. As a small firm, we are flexible in all markets as well as all scale projects,” she says.

3 Market yourself.

Dawson Design Associates has an in-house public relations/marketing department and is planning to increase its contact base in the U.S., Europe and eastern Europe. In addition, they are marketing more to lower- to mid-market clients that can benefit from the firm's experience.

“We have always done a high percentage of repositioning projects, and we expect to see much more of that kind of work once new acquisitions start occurring,” Sheehan says.

Maloney is blunt on this topic.

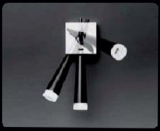
“Never stop marketing,” he says. “Many firms for years have rested on their laurels that their good clients will always be calling them with new opportunities.”

He sees the industry moving back to the days where small business owners started on their own and were hungry for work.

“You've got to get out there, rekindle old relationships, expand your network within your larger clients' organizations, network, share knowledge and, above all else, listen,” Maloney says. “Figure out how you can serve a client beyond your basic limited means—create a product that saves them time and money. Make it easy for them to buy from you versus you trying to sell them something the next 10 hungry design firms are offering at a better price and faster.”

4 Pay attention to geography.

Firestone says her firm has expanded its horizons to reach a much more international pool of clientele.



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BEAR CREEK Mountain Resort's lobby, a recent Peter Fillat Architects project, was planned in between ski seasons to minimize the economic impact on the client.

"We're currently working on projects from Abu Dhabi to Nicaragua to China," she says. "It's important to have a staff who is willing to be adventurous, travel to new places and educate themselves in new cultures. Technology really makes this cross-continental partnership possible and allows the creative process to span the globe."

Maloney cautions that almost every market mbi | k2m works in or follows has been hit hard. But there may be bright spots, he says.

"Markets that are prone to exiting the recession quicker than others tend to be warmer climate locations, such as southern Florida, the Carolinas, and out west," Maloney says. "Boomers are still trending to these locations and will continue to do so in the long term."

5 **Cut your costs immediately.** Sheehan doesn't pull any punches.

"Cut costs deeply and quickly," she says. "Don't wait or it might be too late. Lay out and follow an operations budget that will last for at least 12 to 18 months. Cross-train employees so they can do many different tasks."

Sheehan points out this type of cross-training also helps staff develop additional expertise and educates them about different aspects of design.

Almost a year ago, mbi | k2m foresaw this economic recession coming and made preparations to stabilize the firm for the long term. It reduced its staff by two and greatly reduced expenses. Today, Maloney feels they are stronger for the change.

"[If the future gets worse,] we have developed a 'what if?' planning scenario that enables our firm to adapt to the market. To stay viable, firms must think and act smart—which starts at the top," he says. "Owners should reduce their compensation packages, higher-tier paid employees should take voluntary reductions, companies should then freeze all further unnecessary expenses, raises, bonuses, etc. Lastly, work to build your cash reserves to weather the next six months, and talk with your banker to make sure your the company's line of credit is accessible."

Sheehan says most firms will lay off employees starting with those who have been struggling, followed by junior staff.

"All will try to hold on to their most valuable and trained staff if possible, but it will depend on how long the downturn goes," Sheehan says.

Firestone adds that cutting back to a four-day workweek is another strategy to maintain current staff levels.

"In this economic climate, most everyone would understand the necessity of a pay cut," Firestone says.

Fillat says his company has already shifted to a four-day workweek.

"This will help us pace ourselves and hopefully avoid laying people off," Fillat says. "This reduces our fixed costs by 20 percent."

6 **Stay in the loop.** Keeping current with trends and changes in the industry is critical, Sheehan says. She feels trends will be changing very fast for the next year or two.

"Make sure your clients are getting maximum value and great customer service. Stay in contact with industry leaders, to track what is going on," she says.

Fillat also notes they are doing more promotional work in-house, another big cost savings.

Firestone says some of their recent work has been for non-lodging customers who wanted more of a hotel feel.

"We try to keep our eyes open for new industry trends. Lately, we're seeing a demand for new 'hospitality-related designs' for more community-oriented or cultural facilities such as health care centers, retirement homes, educational spaces and museums," she says.

7 **Keep the faith.** Firestone believes a smaller firm has a very useful advantage in times of economic decline—the personal attention it can offer to an individual client.

"[We] uphold a strong commitment to oversee all phases of the design process in order to execute each client's precise vision," she says. "This philosophy allows our firm to provide the same focus and quality results to a stand-alone boutique hotel that we do to a grand resort."

Sheehan views this whole cycle with the insight that comes from years in the industry.

"Things will turn around, and then we will be swamped again. This happens at some level every six to eight years … the key is to survive," she says.

Maloney says his mood can be described as "anti-hunker down and hope for better times."

"I think you need to get out there are be persistently proactive," he says. "If we all work to help each other and keep a positive outlook, things will turn around. It is America that will turn around the world's recession, and if we promote a positive voice, change will happen."

"A wise man once told me to 'build my bucket,'" Maloney says. "This way, when the spigot is turned back on and jobs start flowing, you'll be there to catch 'em."

Fillat adds that you should pay extra attention to those clients that have kept their faith in you.

"Give the clients you have all of the extra juice you've got," he says. "They are the ones who are carrying your firm through this, and they should reap the benefits."

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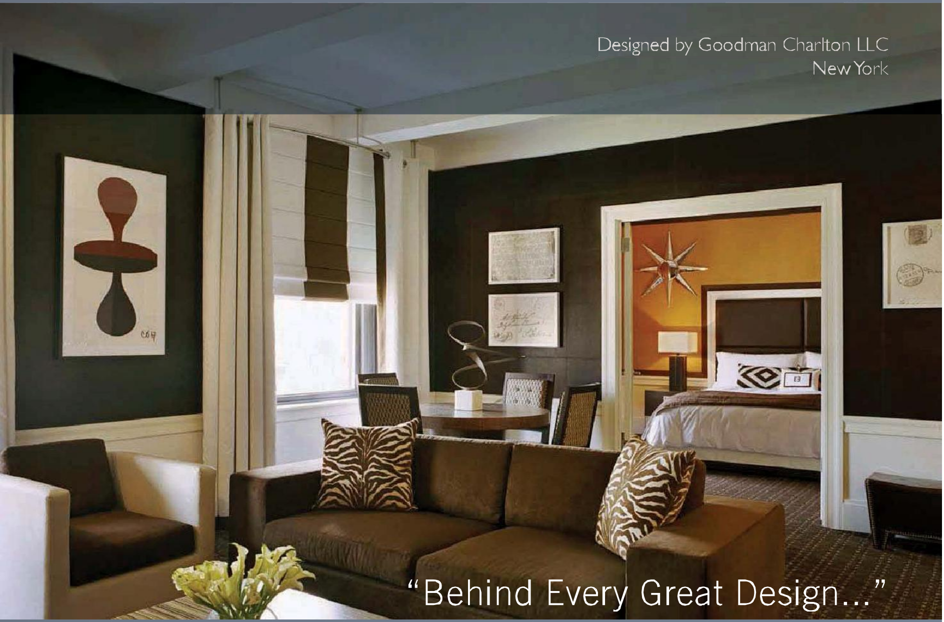
BACK BAY BEAUTY

The Mandarin Oriental Boston melds New England elegance with Asian refinement in a contemporary package

PHOTOGRAPHY / GEORGE APOSTILIDIS

Boston claims a storied history with the Orient, dating to 18th century shipping trade routes that ferried tea and other commodities to the booming Colonial city. It's only fitting then that more than 200 years later, the connection is celebrated in the contemporary yet classic new Mandarin Oriental Boston hotel.

That connection is evident in the compelling and comprehensive artwork program that includes a collection of antique photographic prints of Asian life from the Boston Public Library. Designer Frank Nicholson tapped his relationships with artists to fill the spaces, including art world icon David Hockney, whose lobby lithograph "The Deux" balances vibrant pieces within the space. Other prominent artists represented include Frank Stella, Herb Jackson and Judith A. Brust.



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FINE DINING Asana, the hotel's signature restaurant, features a limestone wall with a hand-carved texture. Tables have custom granite tops and are set on bamboo floors.

Much of the hotel's public spaces, including the 16,000-square-foot spa/fitness center, feature artistic, ecological and organic materials that reflect the Asian vibe. The signature restaurant, Asana, is dominated by a limestone wall with a hand-carved texture. Tables are set on bamboo flooring and feature custom granite tops in ebony and Inca gold colors.

Guestrooms offer an oasis of rich, comfortable refinement, incorporating elegant materials and custom-made furniture in a contemporary Asian design.

The 4,200-square-foot Oriental Ballroom allows for

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natural light, complemented by a sophisticated and artistic lighting system that is programmed to vary mood and light levels. A grand staircase with custom-etched glass leads guests from the lobby to the function area. The walls of the ballroom are paneled in satin wood—a tropical blonde hardwood known for its lovely grain, sheen and luster. Nicholson specified special silks for the wall inset paneling to complement the space.

—Patricia Sheehan

NATURAL INSTINCTS At Asana, artwork reflects the Asian tradition of emphasizing the textural contrast of materials. (From top) the Chef's Table at Asana, the exterior and an F&B outlet.

CIRCLE NO. 102

PROJECT SPECS

Project: Mandarin Oriental Boston
Opening date: October 2008
Interior team: Frank Nicholson, Laura Nicholson, David Nicholson, Rosemary Nicholson and Doug Pierce
Developer: CWB Boylston, LLC
Architect of record: CBT Architects

SOURCE LIST BEGINS ON PAGE 96

CALMING INFLUENCES Guestrooms offer an oasis of serenity with a soothing color palette, gently curved casegoods and subtle patterns. (Top to bottom) Two of the guestroom styles the Mandarin Oriental has to offer; and the Dynasty Suite dining room.

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Design & development

▲ CHOCTAW CASINO RESORT
Durant, Okla.

WorthGroup Architects and Choctaw Nation of Oklahoma announced development of the Choctaw Casino Resort, with completion of the first phase expected for spring 2010.

The 330-room hotel includes 12 executive suites and one specialty suite, as well as an indoor-outdoor swimming pool, fitness center and spa. The resort's design focuses on the culture and heritage of the Choctaw Nation through interpretive design and tribal influences.

The casino will feature 3,143 slots, 48 table games, 30 poker tables and 600 bingo seats. The property also will offer a buffet, café, steak house, Tex-Mex restaurant, coffee house, four-station food court and the Diamondback lounge.

▲ AL-KHOBAR HOTEL AND OFFICE TOWERS
Al-Khobar, Saudi Arabia

Boston-based J/Brice Design International will design the S300-million hotel, residential and office center in Al-Khobar, Saudi Arabia.

The 19-story, neo-modern twin structure will include 218 guestrooms, a royal suite, two presidential suites and two executive suites. The 19th floor will house two penthouse residences, and floors 15-18 will contain 16 luxury apartments.

The property will be home to four restaurants and two spas. The project also includes a separate structure with two 15,000-square-foot ballrooms.

PADRE HOTEL ▶
Bakersfield, Calif.

The S18-million renovation of the 10-story Padre Hotel is underway. Graham Downes Architecture and Eat Drink and Sleep have partnered to form Padre Hotel Partners and head up the interior renovation. Elements of the 80-year-old hotel's origins will be incorporated into the design to blend past and present. The hotel will have a retro style with a spacious lobby featuring vaulted arches and mosaic tiles. The 112 guestrooms, as well as the restaurant, cosmopolitan bar, nightclub lounge and 24-hour diner/cafe will use tactile visuals, rich colors, plush textures and evocative sounds to create a unique experience.

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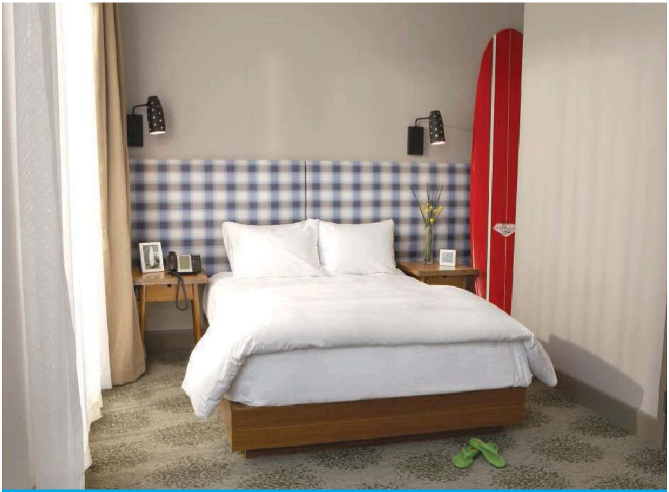

▲ ISLAND GARDENS

Miami

Island Gardens, a waterfront mixed-use development in Miami, broke ground last fall and is now under construction.

The project will include two hotels (a Shangri-La Hotel and another undetermined hotel), Shangri-La Residences, 70 retail stores and restaurants, a maritime museum and a mega-yacht marina.

Piero Lissoni is the interior designer on various parts of the project, including the Shangri-La Hotel, the Shangri-La Residences and 200,000 square feet of retail and restaurant space.

The project's architect is Eric Kuhne.

▲ SHOREBREAK HOTEL

Huntington Beach, Calif.

Scheduled to open this spring is Joie de Vivre's Shorebreak Hotel, a 157-room property suited for the sophisticated yet free-spirited traveler.

The guestrooms, including 39 suites, were created by Jonathan Staub, senior designer at Philpotts & Associates. Staub incorporated whimsical patterns, sculptural shapes and dynamic artwork into an interpretation of beach culture with an edgy, modern twist.

The hotel's Zimzala Restaurant and Bar features surf-inspired décor and will be a destination for locals and visitors. Shorebreak also offers 8,000 square feet of function space, including a 3,000-square-foot ballroom.

◀ ONE ATLANTIC

Atlantic City, N.J.

Stretching 100 yards over the Atlantic Ocean, One Atlantic will feature a contemporary design that maximizes its ocean views. The event venue, which will open this summer, offers floor-to-ceiling windows in each room of its 10,000 square feet of interior event space. Its 2,500-square-foot terrace is adorned with wooden decking, live bamboo and other botanical elements. The reception area features chandeliers of metal-beaded rope, a three-sided fireplace and a marble-topped full-service bar. The main space has a maritime feel, with a sail-like coffered ceiling, natural cork flooring and limed oak wood features.

CIRCLE NO. 140

▲ CENTURY PLAZA

Century City, Calif.

A S2-billion mixed-use project is being developed by Next Century Associates, a partnership between real estate investor Michael Rosenfeld and an entity in the D.E. Shaw Group. The project, located on the 5.75-acre Century Plaza hotel site, will feature two towers rising from a plaza with a 240-room hotel and 163 residences, 130 condominiums, 106,000 square feet of retail shops and restaurants and a spa and fitness center. Pei Cobb Freed & Partners are designing the project, in which they intend to reinforce the area's original design. With green roofs and building materials, the development will receive silver Leadership in Energy and Environmantal Design certification.

▲ PANAMA CITY CENTER

Panama City, Panama

Design firm WATG unveiled its design for the Panama City Center, consisting of two towers emerging from a podium structure. One tower houses a 397-room hotel with 22 condominium units, while the other is an office building. WATG is leading concept architecture and full-service interior design for the project, scheduled to open in 2010.

The design will take advantage of the city and distant ocean views. A triangular blade connects both towers at the roof, and the structure has a thin cascade of water running down its facade. The mixed-use project contains a conference center, casino, spa, fitness center with pool, retail and food-and-beverage units.

◀ 45 PARK LANE

London

Set in London's Mayfair district will be 45 Park Lane, with an opening slated for 2010. The 50-room hotel, part of the Dorchester Collection, will be designed by Thierry Despont.

Externally, the building's concrete-clad facade will be revamped to incorporate eco-friendly "fins" to diminish solar gain, which will reduce the power required to run the air-conditioning system.

Inside the hotel, Despont's design will be contemporary in style.

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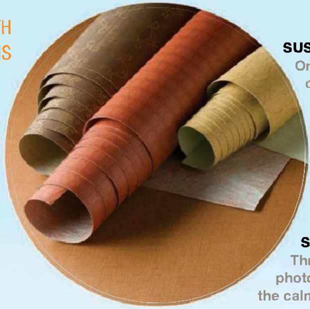

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CIRCLE NO. 117

Exceeding guests' expectations

The tone of bathroom design has been set for years by the demand and high expectations of today's affluent travelers. This demand has been coupled with the creativity, design, development and engineering skills of bath manufacturers. These companies continue to develop innovative new products, which design firms can "play with" to create special rooms.

Peter Schor
Dynamic Results
pschor@dynamicresultsinc.com

Beyond the concept of a simple bathtub, manufacturers offer features such as whirlpool baths, air massage, or a combination of the two. Additional features may include aromatherapy with essential oils and herbs; chromatherapy, or light that enhances moods; hydrotherapy; a heated back support; audio therapy and self cleaning/sanitizing tubs. Some manufacturers are even working on bathtubs that automatically fill and adjust temperature from the push of a button on a cell phone.

Showers in five-star hotels have become "car washes and waterslide parks," so to speak. They bring outside elements of lakes and oceans into the privacy of the guest's hotel bath. Body sprays, overhead rain

INVITING SPACE The bathroom at the Four Seasons, Bora Bora, draws guests in with sleek fixtures and natural textures.

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CIRCLE NO. 133

heads, hand showers and steam baths with aromatherapy features are in high demand for affluent travelers. These travelers may also have these features in their homes and expect to experience them in a hotel.

I consider faucetry to be the "jewelry" of today's hotel baths. The most important features are higher spouts that reach into the center of the lavatory with quarter turn on-off precision. There are also chromatherapy options and electronic hands-free features. Additional bathroom accessories include safety grab bars that match the faucet style rather than looking institutional.

Lighted magnification mirrors are perfect for make-up, and back-lit technology helps with the dilemma of poor lighting. LCD mirrors or other types of TVs are expected by five-star hotel guests.

A low voltage night-light under the vanity is becoming the norm in many high-end hotels. This saves money because guests don't have to leave bathroom lights on all night with the door cracked open.

Other products to look for in today's hotel bathrooms include electric floor warmers and towel warmers with aromatherapy features. A manufacturer in China is designing a ceiling-mounted full-body dryer for hotel baths. These dryers offer air at the perfect temperature and will dry the body in 26 seconds. Think of the cost savings from reduced towel use.

Peter Schor is a writer, lecturer, trainer and consultant. He can be reached at pschor@dynamicresultsinc.com

FIVE-STAR SHOWCASE Affluent travelers expect touches in the bath such as modern technology that sets a luxurious mood.

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Clean design

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CIRCLE NO. 122

TRENDLINES food & beverage

BY CHRIS CROWELL

Often, today's newest trend—whether it's in music, fashion or design—is a throwback to an earlier idea. Decades ago, a hotel's bar/restaurant transcended the hotel itself and became a community hotspot. This concept is back and with the potential to be bigger than ever.

Patrick O'Hare

Rob Polacek

Christiane Kaalund, senior associate with Hirsch Bedner Associates, says she's incorporating bars into multiple places in a hotel, with the lobby being most popular. "It is much more attractive than a few chairs at the entry," she says.

The key in this food-and-beverage revival is ramping up the social feel of the hotel.

"Definitely consider making lobby furniture appropriate for F&B," says Patrick O'Hare, senior associate with EDG Interior Architecture. "Have big enough tables for the service and consider how [the food] service will activate those [areas]. … What is important is a variety of seating style areas … with visibility to each other."

According to designers at the Puccini Group, a hotel restaurant design firm, seating must be more casual but maintain that flexibility for a variety of guests.

"Lone diners want to plug in laptops, but then a whole group comes in and, instead of private rooms, they want to be able to push [seats and tables] together," says Jane Humphrey, project manager with Puccini Group.

For the lobby or lounge area, Humphrey recommends larger, sometimes oversized chairs and sofas with deep arms and wide arm edges. This way, more than one person can use the chair by either sitting on the armrests or squeezing onto the cushion. Booths still are acceptable, but nothing where a person could get stuck in the middle. Customers want the ability to come and go when they please, she says.

An F&B design challenge comes from incorporating certain hotel staples in this separate entity—like the breakfast buffet.

"We just did [a hotel restaurant] that required a buffet breakfast," says Rob Polacek, VP and creative director for the Puccini Group. "What do you do with the station [when it's not breakfast]?" Polacek's team made the buffet area into a waiter's station for lunch and dinner, where staff cuts bread and makes antipasto salads and so on. "It goes back to how the hotel and restaurant can serve each other."

O'Hare set the buffet area off in its own space within the restaurant, and at night it turns into a private/VIP-type of area.

"There are some ways to incorporate [the buffet] with a more fun approach," he says. "You can create private and semiprivate dining spaces that can serve other events or large parties. The buffet has evolved also. It's more of an action service-oriented venue."

Kaalund tries to completely transform the breakfast buffet area by using candles or decorative centerpieces, so at night it looks more like art and less like a hashbrown serving station.

Hyatt Resort & Spa at Gainey Ranch, Scottsdale, Ariz.
Two new restaurants, designed by CCS Architecture, have been created to replace two previous concepts, with the goal of attracting more locals. Alto ristorante e bar is an eclectic, upscale dinner destination with the flavors and design sensibilities of Italy; and SWB is a casual, three-meal bistro that serves indigenous Southwest cuisine with décor to match. SWB reaches toward the hotel lobby and is energized by an open kitchen with live fire. An earthy palette of leather, wood, stone and ceramic tile combines with new plantings to evoke the desert landscape. Alto has a courtyard entrance and features tall wood ceilings, red leather upholstery, stainless steel, chrome and marble finishes. A loop of deep red carpet in the dining areas gives the restaurant a modern, Italian identity. Both offer outdoor dining options, complete with fire pits.

ERIC LAIGNEL

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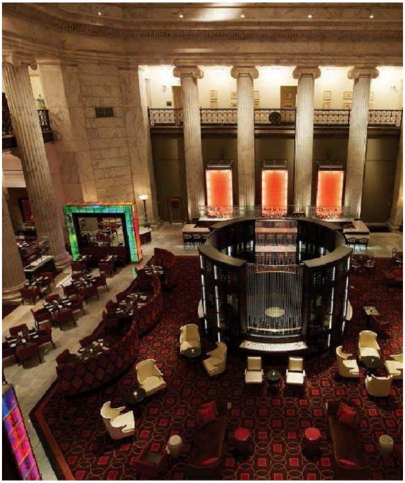

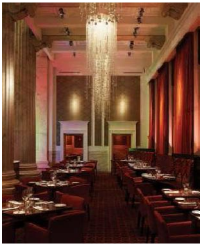

Ritz-Carlton Philadelphia
The 10 Arts restaurant features American cuisine and has a sophisticated yet casual ambiance. Designed by EDG of San Rafael, Calif., a major wine display stands at the center of the 140-foot, domed rotunda. The dining room includes contemporary lounge furnishings, a jewel-toned wool rug and tall windows treated with magenta film. The restaurant's cornerstone, its private dining room, features hand-blown chandeliers and glass-beaded wallcoverings set against white woodwork and a period fireplace.

Carmel Mission Inn, Carmel, Calif.
The new design from Cole Martinez Curtis and Associates transformed the Carmel Mission Inn's food and beverage area into local destination Fuse Lounge Café. CMCA juxtaposed rich, natural materials like wood and stone with a lively, retro color scheme of lime and aqua. The café sports new flooring, finishes and walls of windows that provide views of the pool and gardens. The bar area is highlighted by a sleek new mahogany bar with brushed-metal accents and a pair of sofas that create an intimate lounge space.

KIP EVANS

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ERIC LAIGNEL

Il Lugano Suite Hotel, Fort Lauderdale, Fla.
Da Campo Osteria, the Il Lugano's newest restaurant, offers guests authentic regional Italian faire and magnificent panoramic views of South Florida's trendiest spots. Designed by the Puccini Group, it offers guests an intimate yet airy atmosphere, featuring earthy textures and tones with a clean, light design. Il Lugano Suite Hotel also boasts an elegant lobby lounge, offering signature cocktails.

GONZALO VILLOTA

JW Marriott Beijing, China
HBA/Hirsch Bedner Associates created the hotel's three new signature restaurants that are changing Beijing's culinary and entertainment scene: Asia Bistro, which offers gourmet cuisine and live cooking stations; Pinot Brasserie for more casual dining; and Cru Steakhouse for choice cuts of meat and seafood. Situated in a high profile area on the mezzanine level of the hotel, rich hues of red and gold tapestries add warmth to the interiors of Cru Steakhouse in contrast with the cooler, more minimalist adjacent lobby space. Due to the daylight exposure of the façade, an undulating timber slat wall was added to create privacy as well as minimize exposure to glare, but has become a distinct and eye-catching part of the ambiance. The attached Loong Bar, with a large dragon-shaped chandelier above the bar, is a prime spot for Cru Steakhouse diners to enjoy before or after dinner drinks.

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Cultural competence

As DiLeonardo International embraces a new generation of family members, the architectural interior design firm renews its dedication to overseas projects

BY PAUL J. I ENEY

WARREN JAGGER PHOTOGRAPHY

Nearly 40 years after namesake Robert J. DiLeonardo founded the company, DiLeonardo International continues to draw attention with its distinctive style and attention to detail. Today, a new wave of family members is helping the firm retain and grow its position as a major international design player.

DLI, headquartered in Warwick, R.I., has additional offices in Los Angeles; Shanghai, China; Hong Kong; Manila, Philippines; and Dubai. The firm employs about 80 people, and looks to leadership from its five partners. Robert DiLeonado is chairman/CEO; his daughters, Lia DiLeonardo and Giana DiLeonardo, are principals; Andrew

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James Lehouiller
President

Andrew Chiu
Principal

Giana DiLeonardo
Principal

Lia DiLeonardo
Principal

Chiu is principal/Asia Pacific Regional Director; and Lia's husband, James Lehouiller, is president.

Robert DiLeonardo says a big challenge was putting a transition plan into place to bring on principal partners. The company spent 12 years on the thinking process, and just as much time mentoring the candidates.

"When I finally made the decision to execute the plan, it was to take five years to execute, but because of proper mentoring of candidates, it took only three and a half years," Robert DiLeonardo says. "What I looked for in my partners was what I practiced … a passion for excellence and 'teammanship.' Everybody has good ideas, and all ideas should be looked at … good design should come from all people involved."

Lehouiller says although Robert DiLeonardo supposedly has cut his work schedule to only four days per week, that doesn't always happen in practice, and any successful designer probably never retires.

"It's more of a passion, a calling, not a job," Lehouiller says.

Worldwide focus

Historically, the company's mix of domestic versus international projects has ranged from 40/60 to 60/40, Lehouiller says, depending on where the market cycles are. Over the past 18 months, however, he notes DLI's domestic work has trailed off, and international work accounts for an amazing 90 percent of the work today.

Currently, DLI is doing work in Egypt, China, India and Korea. Chiu sees growth in China and India, although he feels it will be slower in those countries than in the past few years.

Lehouiller says Abu Dhabi, UAE; Doha, Qatar; Saudi Arabia and Kuwait are "quite good" markets for DLI now, and that North Africa—Morocco, Tunisia, Algeria and Libya—is surprisingly holding strong.

"We think those are tremendous markets," Lehouiller says.

"Our company has always made sure that we have a nice balance of work from around the globe, to make sure not all of our eggs are in one basket," Chiu says. "Most of the inter-

> "We each bring something different to the table, but all share similar goals. This allows us to have an exciting and open dialogue about the state of the business. I believe we all respect that we have different ways of approaching problems and how valuable it is to have input from another point of view. It creates a strong level of confidence for the team. —Lia DiLeonardo

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WARREN JAGGER PHOTOGRAPHY

PAUL THUYSBAERT PHOTOGRAPHY

CALMING INFLUENCES The Newport Hyatt Regency stays true to its maritime history (left). The Ritz-Carlton Sharq Village & Spa in Doha, Qatar (above and below), has 174 rooms set amongst more than 1,000 feet of private coastline and features traditional architecture and design with modern comforts.

PAUL THUYSBAERT PHOTOGRAPHY

national work we're exposed to are new-builds, which often have less limitation and bigger budgets than our domestic work. This allows us much more freedom in design, hence [we] develop a great portfolio to market ourselves with. And in these tough economic times, it's very important for us to continue pursuing more opportunities abroad."

Chiu notes there are numerous challenges in doing work abroad, from language issues to the time difference. Frequent travel takes its toll on the designers, but he feels the exposure to various cultures is great for everyone's personal growth.

"We are highly aware that clients have very different aesthetic preferences, as well as perception of value, from one country to another or even from one city to another," he says. "So we make sure we get to know each one of our clients' preferences before we start our design, which is why our work looks different from one to another."

According to Lia DiLeonardo, one of the foundations her father laid in the mission of the company is that people travel to experience and celebrate the place they are in. DLI's principals try to reflect that in their work.

"We cannot be experts on every single location [where] we are asked to work, but what we can be experts in is developing new ways to look at cultural motifs, local construction technologies, geographic attractions and translating this into a sense of place for a property," she says. "The team combines this with international knowledge of function, service and technology to create a unique destination."

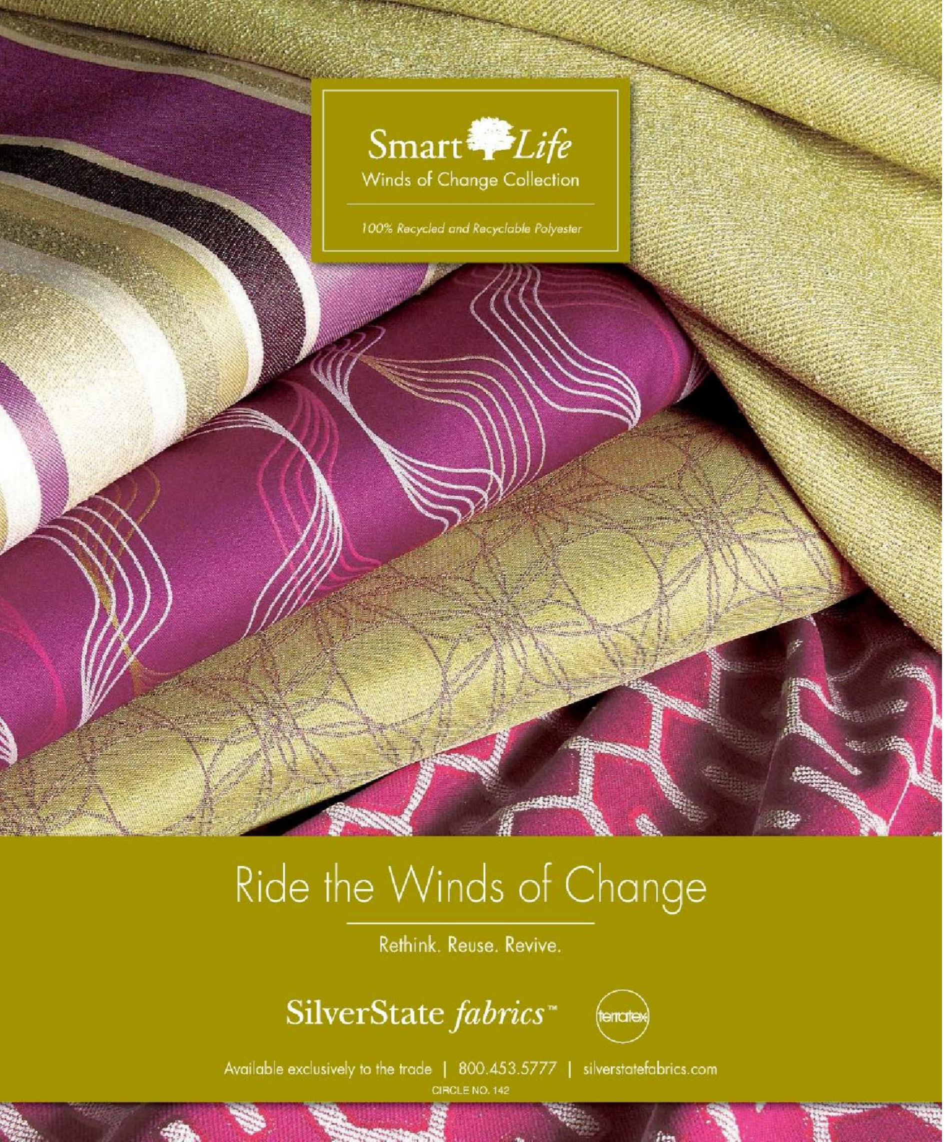
Creative tension

Lehouiller says each principal is responsible for his or her own projects, and each is quite different in how they approach their projects and design.

"It is absolutely free form. Anybody can comment on anybody else's design to give input," he says. "Everything we do is very much an open-door policy … and we look for that amongst our principals. We look for honest, straightforward communication. And sometimes that can be a bit contentious. But we all know that we have the same goal. … Sometimes when the debates come up, the projects come out better. It's a very dynamic kind of dialogue that happens, but everybody gets along great, and everybody is extremely passionate about what they do."

Lia DiLeonardo enjoys the balance that multiple partners bring to the mix.

"We each bring something different to the table but all share similar goals. This allows us to have an exciting and open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VISUAL IMPACT The Executive Club at The Oterra is a specialty lounge developed for hotel guests and the region's tech community. It is a mix of high-energy space with contemporary detailing and intimate spaces. The space features a private screening room, private VIP lounge and landscaped terrace.

DILEONARDO

dialogue about the state of the business. I believe we all respect that we have different ways of approaching problems and how valuable it is to have input from another point of view. It creates a strong level of confidence for the team."

She says the firm tries to stay away from associating with a particular style.

"It is our goal to do what is right for the project and owner," she says. "What is most important to our firm is the process and that there is a strong spirit of collaboration with the entire team—from ownership and operator to other consultants."

Not being matched to one certain aesthetic also allows the staff to grow and become more versatile.

"This is one of the reasons we are able to hold onto such talented staff. There is a sense of growth and professional fulfillment that comes with each new project, regardless of the design aesthetic," she says.

Branding it

Giana DiLeonardo says the firm works with all of the major hotel companies, so they have been very proactive in educating themselves on the various brand standards.

"All operators work differently, and it is important to understand the meaning behind their process and standards to effectively design a space that will incorporate both the client's needs and the operator's needs," she says. "Knowing the operator's standards is one of the best educations you can get in hospitality design. Having the experience working with different brands allows us to help our clients move through the design process efficiently while still getting first class design."

But Lehouiller says even when dealing with huge hotel clients, it often comes down to a one-on-one relationship.

"Even though you may have a huge corporation, you're really dealing with a person on the other side," he says. "And learning how to operate and to build a strong channel of communication back and forth and really understand what their needs are and what their objectives are for this individual property is us pushing them and them pushing us."

Lehouiller says DLI looks for the brands' input and also values their operational point of view.

"We look for strong input, and we look for them to be a part of the process quite early on. No one likes to go backward in the process, and it helps to build a strong momentum in the job. If you get the operator on board early and the [interior designer] and the architect from the early days, then everybody's moving … forward, so you're not getting input late, which doesn't really make a great project at the end of the day—you don't have that synergy that we're looking for."

Overcoming challenges

Lehouiller says the greatest challenge with all the firm's overseas work is communication. He says it is critical to actually sit across from the client and listen to him or her. DLI tries to understand what the client wants, where they want to go, and where they see the project in two or three years time, when it eventually gets built.

"I think that's exaggerated with English being a secondary language or any cultural issues that might be perceived," he says. "We're fortunate enough that we have a lot of different nationalities on staff, so we're always trying to provide the appropriate balance for our clients—where we're an international firm, but we have local service or local presence, where we're close by, to give them that comfort level."

Lehouiller says it all comes down to great design and earning the client's trust.

"That's 95 percent of our business," he says. "It's all about service, really."

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Hotel Design Firms

This list represents 73 design firms that completed the survey of more than 260 firms contacted. Surveys were conducted electronically from February - April 2009 on the HotelWorld Network website. To be included in a survey you must first register at *www.HotelWorldNetwork.com.* Then visit *www.HotelWorldNetwork.com/survey-list* and click "Sign up for survey" to be added to next year's list.

2009 rank	2008 rank	Design firm name	Lodging revenue	Total revenue	Lodging projects	Total projects	Upcoming projects	Contact name
1	2	HKS Hill Glazier Studio	$140 million	$420 million	15	165	W Hollywood Hotel & Residences, Hollywood, CA; Rosewood Sand Hill, Menlo Park,CA; The Ritz-Carlton Dove Mountain Resort, Marana, AZ	Don Harrier, dharrier@hksinc.com
2	3	WATG	$111 million	$110 million	NA	NA	Fairmont Heliopolis, Cairo, Egypt; Viceroy Anguilla, British West Indies; Hotel Monte Mulini, Istria, Croatia	Howard J. Wolff, hwolff@watg.com
3	4	AECOM Technology Corporation	$110 million	$6.08 billion	45	500	Biltmore Terrace, Miami Beach; City Inn, Leeds, UK; Las Dunas Hotel, San Jose del Cabo, Mexico	Thomas M. Dickmann, thomas.dickmann@aecom.com
4	5	Gensler	$108 million	$617 million	146	12,880	MGM CityCenter, Las Vegas; The Hotel & Residences at L.A. LIVE, Los Angeles; The Ritz-Carlton Dubai, U.A.E.	Thomas S. Ito, tom_ito@gensler.com
5	6	HBA/Hirsch Bedner Associates	$78.6 million	$78.6 million	75	75	Four Seasons Seychelles; The Fairmont Peace Hotel Shanghai; St. Regis Atlanta	Lemor Moses, lemorm@hbadesign.com
6	—	Hospitality Design Consultants	$63 million	$63 million	9	13	Wyndham Fort Lauderdale; Hotel Indigo South Beach; Hotel Indigo,Tampa, FL	Joel Miron, jmiron@hospitalitydesign.biz
7	1	HFS Concepts 4	$55 million	$55 million	15	15	Taj Surya, Coimbatore, India; Marriott Union Square, San Francisco; Embassy Suites, Newark, NJ	Brent Lynch, blynch@hfsc4.com
8	7	Wilson Associates	$51.6 million	$53.8 million	NA	NA	Four Seasons Hotel Shanghai, China; Montage Deer Valley, Park City, Utah; Shangri-la Hotel Bangkok, Thailand	Amy McEvoy, amcevoy@wilsonassoc.com

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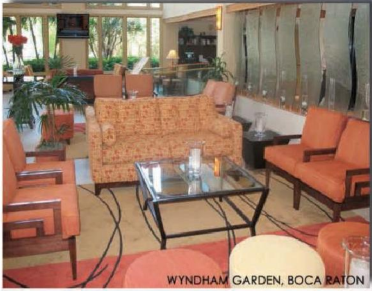
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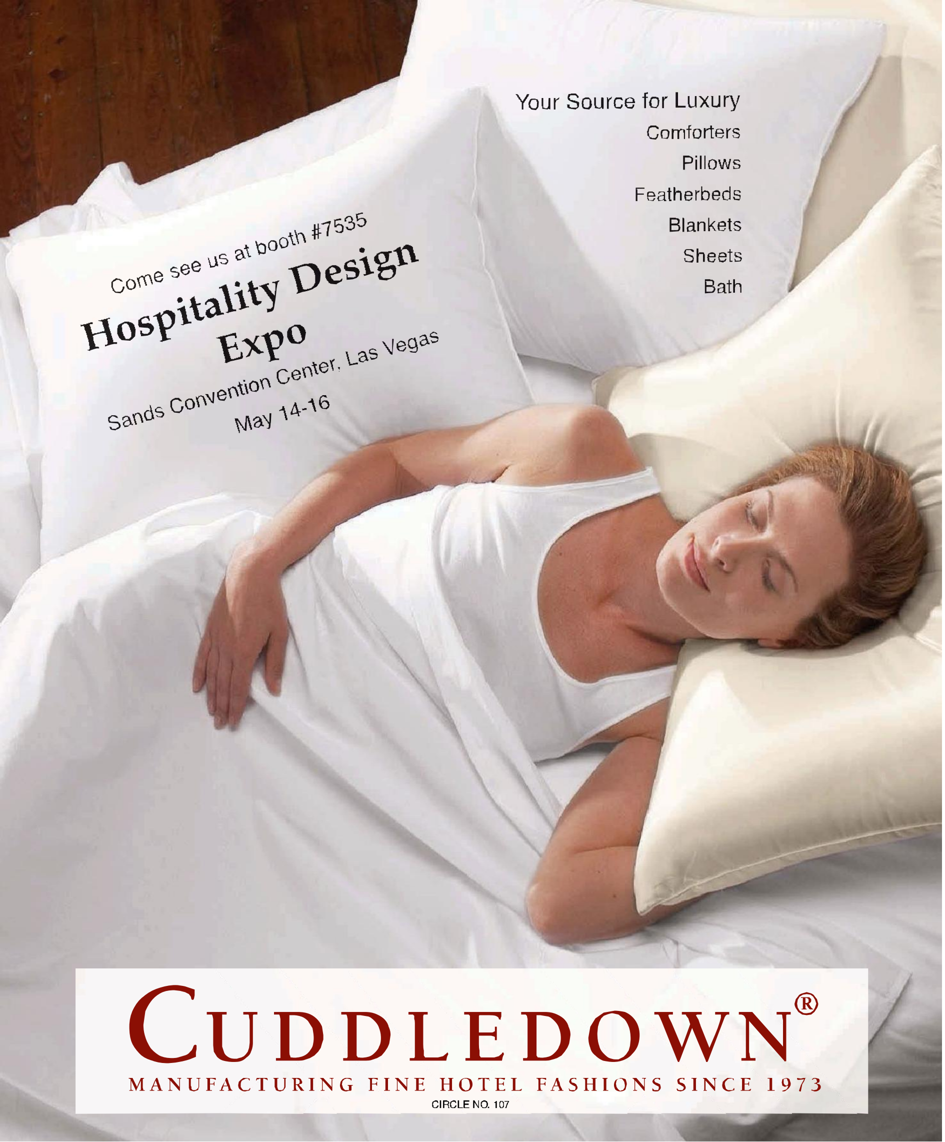
2009 rank	2008 rank	Design firm name	Lodging revenue	Total revenue	Lodging projects	Total projects	Upcoming projects	Contact name
9	—	Level 3 Design Group	$27 million	$27 million	22	22	Holiday Inn Lake Forest, CA; Crowne Plaza Grand Rapids, MI; Hotel Indigo, Morgan Hill, CA	Jim Spitzig, alisa@level3dg.com
10	8	RTKL Associates Inc.	$26.5 million	$266 million	10	50	Sheraton Puerto Rico Conv. Ctr Hotel; Grand Hyatt Shenzhen, China; The Ritz-Carlton Palm Beach, FL	Todd Lundgren, tlundgren@rtkl.com
11	17	TVS Design	$26.4 million	$73 million	144	NA	Hyatt Regency O'Hare, Rosemont, IL; Washington Marriott Marquis, Washington, D.C.; Conrad Hotel, Chicago	Jennie Coakley, jcoakley@tvs-design.com
12	11	SB Architects	$25.1 million	$31.8 million	4	8	The Ritz-Carlton Rancho Mirage, Rancho Mirage, Calif.; Palmyra Resort & Spa, Montego Bay, Jamaica; Oceana Palms Resort, Palm Beach, FL	Heather Hebert, hhebert@sb-architects.com
13	25	Cooper Carry	$23 million	$62.5 million	1	30	Penn Square Marriott Hotel & Convention Center, Lancaster, PA	E. Pope Bullock, info@coopercarry.com
14	45	Smallwood, Reynolds, Stewart, Stewart & Associates	$22.3 million	$57.8 million	5	10	Hotel Palomar, Atlanta; Bonnet Creek Resort, Orlando; The Ritz-Carlton Charlotte, N.C.	Belinda Gullatt, architecture@srssa.com
15	12	Leo A Daly	$20 million	$187 million	370	2,668	Sheraton, Dallas; Winstar, Thackerville, OK; Hotel Bel Air Spa, CA	Pat Miller, info@leoadaly.com
16	14	Hnedak Bobo Group	$18.9 million	$23.5 million	9	25	Northern Quest Casino Resort, Airway Heights (Spokane), Washington	Dike Bacon, dbacon@hbginc.com
17	23	Gettys	$16.5 million	$16.6 million	25	28	Westin Hotel, Golf & Spa Resort, Abu Dhabi; Newport Entertainment & Commercial Center, Manila; St. Louis Union Station Marriott	Maureen O'Grady, mogrady@gettys.com
18	15	OZ Architecture	$15 million	$44.2 million	29	NA	Viceroy Resort and Residences, Snowmass, CO; The Ritz-Carlton Highlands Hotel, Northstar, CA	Maria Mobley, mmobley@ozarch.com
19	21	Jonathan Nehmer + Associates	$13.5 million	$13.5 million	51	51	Hyatt Hotel, Houston; Sheraton Hotel, Eatontown, NJ; Marriott West Loop Hotel, Houston	Jonathan C. Nehmer, info@nehmer.com
20	19	DiLeonardo International	$11.6 million	$11.8 million	NA	NA	Kempinski Hotel, Yinchuan, China; Oterra Hotel, Bangalore, India; Crowne Plaza @Business Bay, Dubai, UAE	Josie Desrochers, jdesrochers@dileonardo.com
21	35	Wholesale Commercial Interiors	$11.5 million	$11.5 million	12	15	Holiday Inn, Wilsonville, OR; Red Lion Convention Center, Portland, OR; Los Arboles Hotel & Resort, Palm Springs, CA	Amy Summers, amy@wci-inc.net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2009 rank	2008 rank	Design firm name	Lodging revenue	Total revenue	Lodging projects	Total projects	Upcoming projects	Contact name
22	26	ForrestPerkins	$10.1 million	$10.6 million	10	12	The Jefferson Hotel, Washington, DC; JW Marriott San Antonio Resort & Spa, San Antonio, TX; West End 25, Washington, DC	Deborah Forrest, dforrest@forrestperkins.com
23	17	FRCH Design Worldwide	$9.5 million	$29.5 million	47	2,089	Home2 Suites by Hilton (various locations); Hampton Inn (various locations); Monte Carlo Suites, Las Vegas	James Stapleton, lanklan@frch.com
24	29	Stonehill & Taylor Architects	$8.9 million	$11.1 million	22	28	Firmdale's Crosby Street Hotel NYC; Nomad NYC; Surrey Hotel NYC	Beth Hesterman, bhesterman@stonehilltaylor.com
25	32	Baskervill	$8.87	$20.6 million	103	612	Courtyard by Marriott, Savannah, Ga.; Granite Falls Hotel; Springhill Suites, Alexandria, VA	Tracey Gould, tgould@baskervill.com
26	27	PFVS Architects	$8.5 million	$8.8 million	5	12	Westin, Austin, TX; Homewood Suites, West Palm Beach, FL; Hybrid Courtyard/Springhill Suites, Indianapolis, IN	Greg Portman, gportman@pfvs.com
27	43	Group One Partners	$8.49 million	$8.49 million	24	24	Element Hotel, Miami, FL; Residence Inn, North Conway, NH; Residence Inn, Portland, ME	Harry Wheeler, karen@grouponeinc.com
28	37	Architectural Design Consultants	$8.1 million	$8.6 million	12	25	Wilderness of the Ozarks, Hollister, MO; Kalahari Resort, Fredericksburg, VA; Camelback Mountain Resort Lodge, Pocono Township, PA	Robert W. Nagel, b.nagel@adci.ws
29	31	Commerical Interior Decor	$7.5 million	$12.2 million	53	148	The Lodge at Deadwood, Deadwood SD; Holiday Inn, Mankato, MN; Holiday Inn Express, Mankato, MN	Doug Roby, droby@cidinc.net
30	41	CMMI	$7.43 million	$7.43 million	30	30	Primland Resort; Hotel Palomar Atlanta; Hyatt Regency Curacao	Peggy McCue, info@cmmi-redlines.com
31	46	Looney & Associates	$7.4 million	$7.4 million	14	14	The Ritz-Carlton Cleveland; Omni Ft. Worth, Ft. Worth, TX; The Osprey, Beaver Creek, CO	Jim Looney, jiml@looney-associates.com
32	—	Group West Companies	$7 million	NA	NA	NA	NA	Lee Loveland, groupwest@groupwestcompanies.com
33	52	Chase Associates	$6.5 million	$8.9 million	3	45	Alpen Vista, Snowbird, Utah; Sorrell River Ranch, Moab, Utah	Nola Chase, nchase@chase-associates.com
34	34	Adache Group Architects	$6.5 million	$8.1 million	3	8	Hotel Indigo, Pensacola Beach, FL; A&M Resort Residences and Casino Spa, Aruba; Holiday Inn, Destin, FL	Robert Rosenberg, rrosenberg@adache.com
35	24	GSB	$6 million	$10 million	2	5	NA	Ronald G. Smith, jgriggy@gsb-inc.com

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2009 rank	2008 rank	Design firm name	Lodging revenue	Total revenue	Lodging projects	Total projects	Upcoming projects	Contact name
36	49	Puccini Group	$5.7 million	$6.4 million	29	32	Livingston @ The Georgian Terrace Hotel, Atlanta; Muse Hotel Lobby + Restaurant, New York; Restaurant, Hotel Palomar, AT	Laura Elder, lelder@puccinigroup.com
37	22	Daroff Design	$5.6 million	$20.5 million	18	40	Loews Atlanta; Hilton Garden Inn, Lewes, DE; Doubletree Crystal City, Arlington, VA	Monique Curry, moniquec@daroffdesign.com
38	50	LawKingdon Architecture	$5.5 million	$15.8 million	16	48	Hotel Sierra, Richmond, VA; Courtyard by Marriott, Omaha, NE; Residence Inn by Marriott, Mayo Clinic Campus, Phoenix	Larry Krier, lkrier@law-kingdon.com
39	—	Westar Architects	$4.2 million	$5.2 million	85	171	NA	Paul Heretakis, pheretakis@wagnarchitects.com
40	—	RDH & Associates	$4.1 million	$4.2 million	5	6	Omni Austin Spa and Fitness; Buffet @ Bellagio Resort and Casino; Convention Center and Bellagio Resorts and Casino	Tracey Bush, tbush@rdhassociates.net
41	33	Callison	$4 million	NA	NA	NA	NA	Autumn Conrad, autumn.conrad@callison.com
42	62	David L. Wallace & Associates	$3.6 million	$4.1 million	28	36	Westin, St. Augustine, FL; aloft, Nashville, TN; Wagon Wheel Resort & Lodge, Jackson, WY	David L. Wallace, dlw2@dlwarchitects.com
43	56	Tushie Montgomery Architects	$3.5 million	$4.5 million	10	140	Hilton Garden Inn, Sioux Falls SD; Hilton Hampton Inn, Minneapolis; Marriott Courtyard, Grand Fork	Gary Tushie, garyt@tmiarchitects.com
44	60	EDI Architecture	$3.5 million	$20.3 million	6	25	Radisson SAS - Luanda, Angola; Best Western and Hawthorne Suites, Chicago; Hilton Savannah DeSoto, Savannah, GA	Andre Landon, info@EDIarchitecture.com
45	62	SFA design	$3.4 million	$7.7 million	12	18	Four Seasons Hotel Los Angeles at Beverly Hills-Los Angeles; Waldorf=Astoria at Bonnet Creek, Orlando; Hotel Indigo, New York	Lara Firestone, lfirestone@sfadesign.com
46	67	RD Jones & Associates	$3.3 million	$3.3 million	10	30	Arundel Town Center Boutique Hotel, Baltimore; Hyatt Baltimore Inner Harbor; Palisades of Towson, Baltimore	Bernard V. Holnaider, bholnaider@rdjones.com
47	70	Design Directions International	$3.1 million	$3.1 million	29	29	Hyatt Regency Hote, Long Island, NY; Embassy Suites, Denver; Gateway Hotel and Conference Center, Ota, Nigeria	Buddy McDowell, buddy@ddi.cc
48	64	Goettsch Partners	$2.9 million	$22.5 million	2	5	Nanjing International Center, Nanjing, China; SIP Hengyu International Center, Suzhou, China; Enhance Anting Crowne Plaza, China	Matthew C. Larson, mlarson@gpchicago.com
49	—	Kay Lang + Associates	$2.8 million	$4.3 million	7	11	Sheraton Desert Cove resort and Spa, Cathedral City, Calif.; Mountain Oasis, Abu Dhabi, UAE; Garden Walk, I & II, Anaheim, CA	Kay Lang, info@kaylangassocs.com

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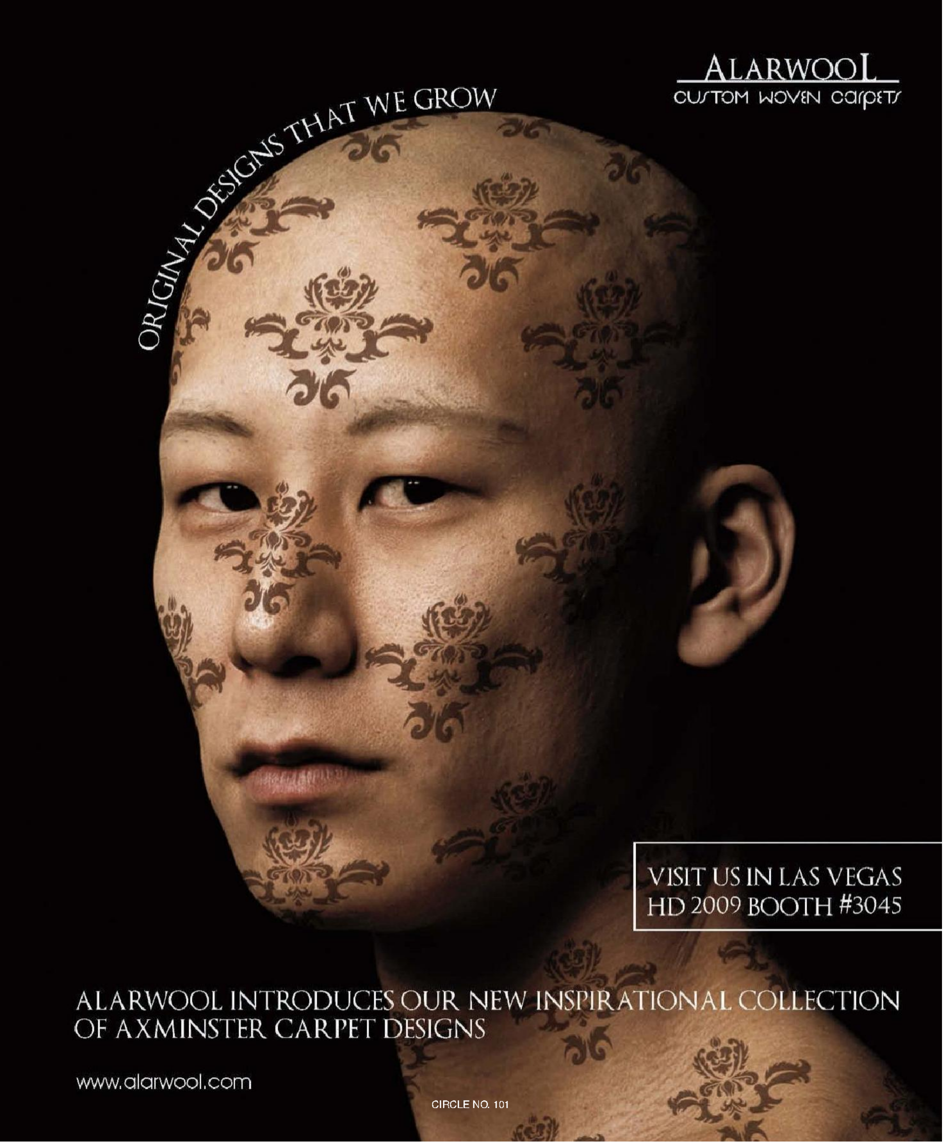
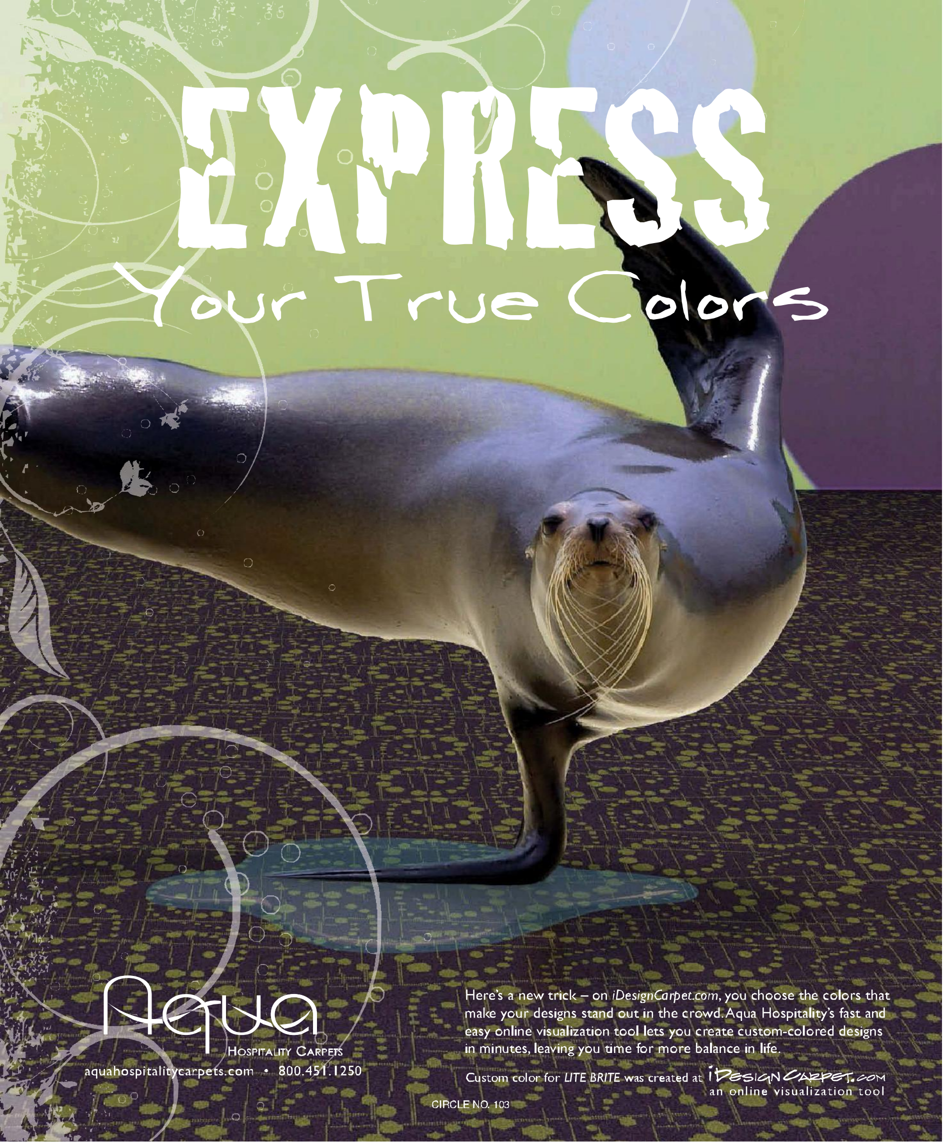
50	60	CR architecture + design	$2.5 million	$15.1 million	45	200	Renaissance Club Sport, Valley Forge, PA; Residence Inn at Newport on the Levee, Newport, KY; Homewood Suites, Ronkonkoma, NY	David Arends, k.enzweiler@cr-architects.com
51	75	Butler, Rosenbury + Partners	$2.4 million	$8.4 million	18	220	Full-service hotel, Denver; Embassy Suites, Mooresville, NC; Renaissance, Panama City, FL	David Hess, dhess@brpae.com
52	55	Cheryl Rowley Design	$2.3 million	$4 million	4	5	The Wit, Chicago; Hotel Palomar, Greenwood Village, CO; Four Seasons St. Petersburg, Russia	Joanie Neumayer, joanie@cherylrowleydesign.com
53	57	Mayse & Associates	$2.3 million	$5.8 million	8	57	Marriott West Energy F/S Hotel, Houston; Remington Medical Resort of Lone Tree, CO; Residence Inn, The Colony, TX	David Goldston, dgoldston@mayseassociates.com
54	74	Design Group Carl Ross	2.2 million	2.2 million	4	4	Hyatt Siesta Key Beach, Siesta Key, FL	Carl Ross, dollyr@designgroupcarlross.com
55	81	Thomas Hamilton & Associates	$2.1 million	$2.1 million	31	31	King Edward Hilton Garden Inn, Jackson, MS; Seelbach Hilton, Louisville;	Doreen Louderback, doreen@thomashamiltonassociates.com
56	64	Ai Group Design	$2.05 million	$3.7 million	6	10	Hyatt Place at the Boulevard, St . Louis; IHG prototype design, various properties, multiple locations; Holiday Inn Resort	William M. Leveille, bleveille@aigroupdesign.com
57	53	DLR Group	$2 million	$112 million	6	55	Overton Hotel & Conference Center, Lubbock, TX; Raphael Hotel renovations, Kansas City, MO; HIlton Hotels, Chandler, AZ	Ken Martin, kmartin@dlrgroup.com
58	84	GH2 Hospitality Architects	$2 million	$5.2 million	70	140	Courtyard by Marriott, Atlas Life Building, Tulsa, OK; Fairfield Inn & Suites, East Peoria, IL; Hyatt Place, Garden City, NY	Cara Shimkus Hall, csh@gh2.com
59	82	HVScompass Interior Design	$1.96 million	$1.96 million	29	29	Willard InterContinental Hotel, Washington, D.C.; Courtyard, Edmonton, Alberta, Canada; Embassy Suites, Tyson's Corner, VA	Brooke Pearsall, bpearsall@hvscompass.com
60	—	CBT Architects	$1.9 million	$45.4	4	20	The Four Season Hotel Boston; The Ugadale Hotel, Machrihanish, Scotland; Zanzibar Resort Tanzania	Lois Goodell. goodell@cbtarchitects.com
61	68	Morrison Seifert Murphy	$1.75 million	$3 million	6	10	Marriott Courtyard Panama City, Panama; North Haven Residence, Dallas; Bush Midway Office Building, TX	R. Pat Murphy, pmurphy@msmgroup.com
62	—	Vivian Nichols Associates	$1.6 million	$2.3 million	4	6	Dallas Convention Center Hotel, Dallas; Westin @ Copley Place, Boston; La Fonda on the Plaza, Santa Fe, NM	Reggi Nichols, reggi@vivian-nichols.com



CIRCLE NO. 101

2009 rank	2008 rank	Design firm name	Lodging revenue	Total revenue	Lodging projects	Total projects	Upcoming projects	Contact name
63	75	Forum Architecture and Interior Design	$1.6 million	$7.1 million	6	185	Marriott Courtyard, Madeira Beach FL; Marriott Residence Inn, Jacksonville, FL; Fairfield Inn, Tampa	R Norman Stoehr, nstoehr@forumarchitecture.com
64	75	Cole Martinez Curtis & Associates	$1.5 million	$1.5 million	12	12	The Erwin, Venice, CA; Wyndham Kona Hawaiian Resort, Kona, HI; The Harvest Inn, St. Helena, CA	Jill Cole, mary@cmcadesign.com
65	83	Pahl Architecture	$1.2 million	$2.3 million	4	24	Embassy Suites, Tucson; Hilton Garden Inn, Gallup; Hampton Inn & Suites, Boulder, CO	Joe Pahl, joe.pahl@pahlarch.com
66	—	Degen & Degen	$1.1 million	$1.1 million	10	10	Marriott Residence Inn Gaslamp District, San Diego; La Quinta Downtown Chicago; Marriott Courtyard Fisherman's Wharf, San Francisco	Melissa S.S. Walling, melissa@ddseattle.com
67	75	Paradigm Design Group	$1.08 million	$1.08 million	30	30	Waldorf Astoria, New Orleans; Sheraton Iowa City, IA; Hilton Garden Inn Constitution Square, Washington, DC	Lisa Haude, lisah@paradigm-design.com
68	—	Rita St. Clair Associates	$920,000	$3.6 million	1	10	The Ritz-Carlton Residences Inner Harbor, Baltimore	Paulette Guion, paulette_guion@ritastclair.com
69	—	Dever Architects	$800,000	$181,000	0	50	Staybridge Suites, Royersford-Valley Forge, PA; Hilton Garden Inn, Bensalem, PA; Courtyard by Marriott, Westampton, NJ	Tom Dever, tdever@deverarchitects.com
70	—	Newport Design Group	$775,000	$1.1 million	11	16	Best Western, SC; Crowne Plaza, TX; Sleep Inn & Suites, FL	Tony Patel, tpatel@newportdesigngroupllc.com
71	—	The Ackerman Group	$250,000	$250,000	2	6	Club Cape Cod; Crab Cay Resort & Spa	Carol Ackerman, carol@theackermangroup.com
72	—	Jarratt Architecture	$230,000	$280,000	5	8	Beach resort, Grenada; Hyatt, Chicago; Comfort Suites, Novi, MI	William T. Jarratt, billj@jarrattarchitecture.com
73	—	Robert C. Vagnieres Jr. and Associates	$165,000	$190,000	3	5	NA	Robert C. Vagnieres Jr., rob@vagnieresarchitects.com
74	—	John Portman & Associates	$0	NA	2	3	Gayatri Park Hyatt, Hyderabad, India; Zhe Jiang Fortune Finance Center, Hangzhou, China	Ellis Katz, info@portmanusa.com

(—) Indicates company was not ranked in the 2008 Top Hotel Design Firms Survey.
NA means not available or not answered.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emuamericas.com
CIRCLE 206

LIGHTWEIGHT
The Maia collection from Grupo Kettal features light, modern pieces made of high-tech fiber and an aluminium frame.
grupokettal.com
CIRCLE 207

OUTDOOR STYLE
Pavilion Furniture's Maui collection has clear, sleek lines that exemplify this contemporary aluminum furniture.
pavilion-furniture.com
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DISTINCT UPHOLSTERY
The Modena Banquet Chair from Global Allies features a diamond-shaped tapered leg design and a curvaceous seat that contours to the back of a guest's knees.
globalallies.com
CIRCLE 209

ITALIAN INFLUENCE
Eurotrend's Vincent VG collection has an ash wood frame that is available in natural and wenge. The seat can be upholstered or in cellulose reinforced rope weave.
eurotrendusa.com
CIRCLE 210

SURFACE COMBINATIONS
The Variér Penguin comes in oak, walnut, ice blue, midnight black and ice white. Combine any of these finishes with a chassis in either chrome or matte chrome and optional cushions.
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Humanscale's Liberty collection includes a conference, task and side chair, which feature ergonomic design and form-sensing mesh.
humanscale.com
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Therese Virserius

Therese Virserius enjoys exploring. Whether it be discovering ancient works at the museum, walks through nature or traveling to new regions and discovering new cultures, the interior designer gets her best inspiration from exploration.

This trait plays out accordingly in her design. Simply walking into a hotel lobby designed by the Therese Virserius Design team won't give a guest the full effect.

Therese Virserius
Founder and owner
theresevirseriusdesign.com

To truly appreciate the design, visitors must explore the ins and outs, the nooks and crannies, discovering layers upon layers of creativity.

"Seeing everything blatantly up front is, in my opinion, very visually flat and uninteresting." Virserius says. "We enjoy the use of saturated, bold colors as they have an amazing impact in a space. Of course, this creates juxtaposition to the subtle points, which we also like."

Virserius says she enjoys working playful and interactive pieces into her public space design because they get visitors smiling and dictate how people congregate.

"It impacts them on a more personal level," she says.

Q. How would you describe your design style?

A. Eclectic, layered, bold, playful and trans-cultural.

RENOVATION Therese Virserius Design is renovating the Hyatt Regency Montreal. This rendering illustrates the team's vision for vibrant hues and interesting lighting that breathe life back into the hotel's look.

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Q. What was your most important business lesson learned?
A. Always trust your gut feeling and pick your battles wisely.

Q. Where will hotel design be in 10 years?
A. Sustainable design will be part of the DNA and not merely a novelty and aspiration. Technology and maybe nanotechnology will be incorporated into the designs. As a result, the designer will have to truly understand the guest segments and the cultural environment they are operating in to be successful. Hotels will have to achieve greater flexibility to assess and personalize the guest experience further with design. As a result, guests will ask for more personalized styles in terms of the design experience.

Q. Who is your favorite hotel designer? What is your favorite property?
A. Jean-Michel Gathy at Denniston; favorite property is hard to single out, but I adore the Aman Resorts. They are both amazing and completely embrace their natural surroundings through sensitive interior design. It's like one stepped into a history book and re-lived the time and the space it was created in, but with all the modern amenities.

Q. Describe the perfect client. The worst?
A. The best client knows his limitations and understands he is hiring a firm because he recognizes the need to bring in an experienced professional to create that certain feel or mood within the hotel/restaurant/lounge.

MICHAEL KLEINBERG

ELEGANCE Therese Virserius Design renovated the guestrooms and public spaces of The Westin Fort Lauderdale (Fla.). Pictured is one of the hotel's junior suites and (below) its prefunction lobby located on the second floor.

The best client also is willing to take a risk.

The worst client is the one who does not give you any creative freedom.

Q. When you have the chance to relax and unwind, how do you do it?
A. It's rare, but I enjoy cooking and having guests over for dinner. I really love to entertain and have great conversations with my family and friends.

—Jason Q. Freed

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Functional display

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DRINKS ON ME

The Anaheim Cocktail table from D'style features a unique wenge-wood finish with a solid beige interior. It is one of three members of the Anaheim collection, which also offers a credenza and end table.
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AFRICAN INFLUENCE

Inzamia's African Inspired Console is a modern version of an African Ashante friendship stool from Ghana. Inzamia's eco-conscious manufacturing uses reclaimed or plantation-grown wood.
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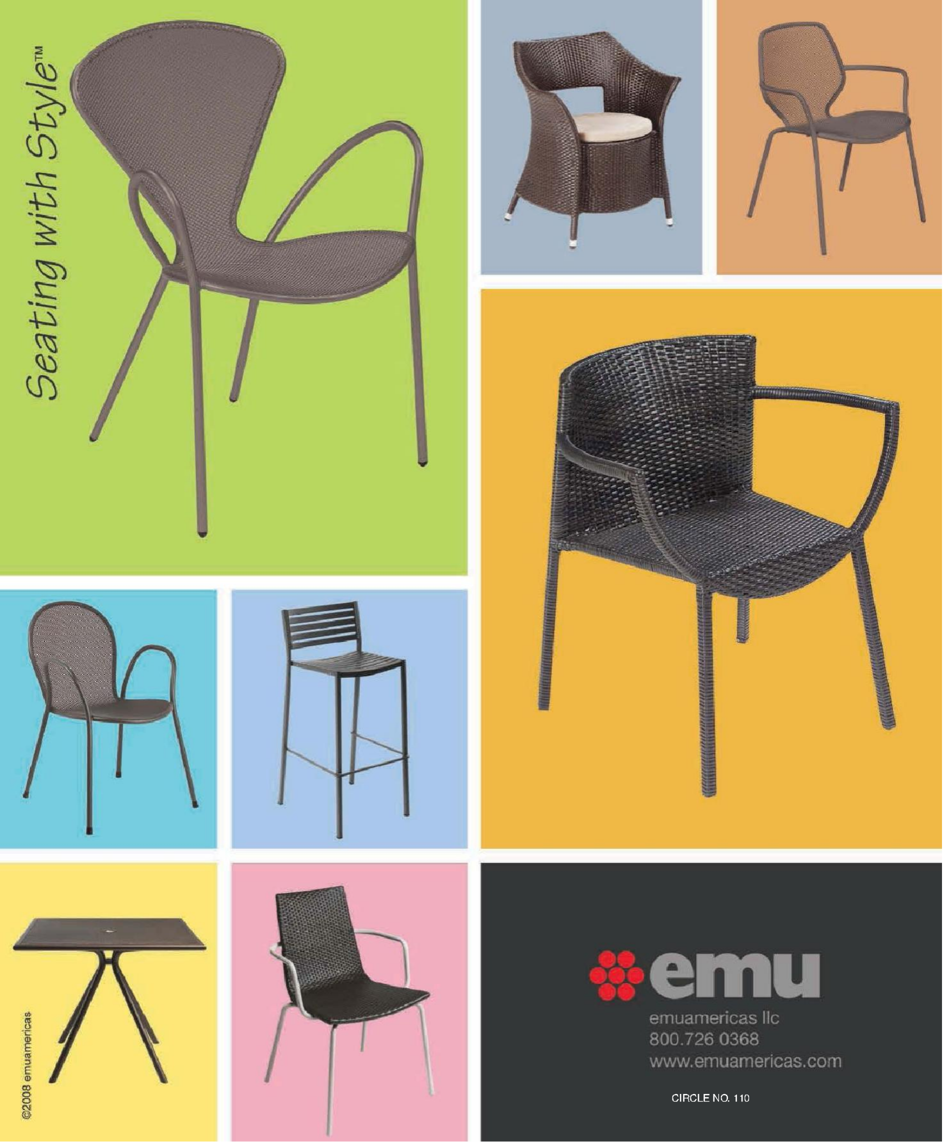
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fdstudios.com
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FUNCTIONALITY

JTB Furniture's Bryant Park collection is sleek and functional. A variety of casegoods are available, all featuring cherry veneers, a rich amber cherry finish and brushed nickel hardware.
jtbfurniture.com
CIRCLE 219

SMOOTH SURFACE

Indon International's Kidney Table was designed by Stephane Depoux. The table features a laminate top and catalyzed lacquer finish.
indoninternational.com
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Hoteliers see ROI in IP telephones

It's been a number of years since local and long-distance phone calls from the guestroom were a significant source of revenue for the hotel industry. Even before mobile phones went mainstream, businesses persuaded their traveling employees to avoid high charges by using calling cards rather than make long-distance calls from the in-room phone.

For this reason, and coupled with a down economy, it may be difficult for information technology staff in the hotel industry to justify upgrading telecommunications. But those in the industry say investing in Voice over Internet Protocol phones is well worth the cost.

Dean Compoginis

Cliff Tamplin

"VoIP offers several significant advantages," said Dean Compoginis, VP of marketing for Teledex. "There are equal advantages between revenue opportunities and opportunities to reduce expenses."

Compoginis said VoIP, in which voice communications are delivered over the Internet, offers the hotelier the ability to manage one network for several applications, in turn reducing operating expenses. He also said display telephones help reduce costs by allowing the hotel to automate processes such as wake-up calls and room service, allowing staff to be reduced or repurposed.

"The average urban hotel spends more than $100,000 a year printing and updating pages for the guestroom directory," Compoginis said. "With the directory available on an electronic display, it costs virtually nothing to update."

Brendan McNamara, VP of brand development and communications at Hampshire Hotels & Resorts, has helped coordinate IP efforts at several Vikram Chatwal properties, including Hotel Stay and Hotel Dream in New York City. Vikram Chatwal Hotels is a division of Hampshire.

"As a partner for us, Alcatel-Lucent has created a platform where everything is more engaging with the phone itself," McNamara said. "There is an LCD screen and a Skype-enabled keyboard. There are so many layers of how things can be scaled into this."

McNamara said the goal of installing IP phones with plenty more capabilities than the traditional landline was to engage the guest and get them to use the guestroom phone again.

"When you make it user-friendly and adaptable to needs, you're more likely to drive them back around to using that device," he said.

Infrastructure as important as hardware

Before high-tech IP phones with displays can be installed, the groundwork has to be laid. The most important part of installing any Internet-based communication is the infrastructure.

Global Hyatt Corp. partnered with AT&T nearly three years ago to develop a convergence strategy. AT&T is Hyatt's sole domestic partner for voice communication and its sole global partner for data transmission. "They give us a secure network for consistent performance," said Cliff Tamplin, VP of information technology operations and infrastructure for Global Hyatt. "With that network, we can deliver reservations to the properties, handle e-mail, network human resources systems and control guest loyalties, among other operations."

Tamplin said it often is difficult to justify gutting an existing hotel to run category 6 or fiber wire for IP installations, but installing the infrastructure in new-builds is a necessity.

"While you've got the walls open, it is cost effective to put in the infrastructure at that point," he said. "We are constantly making recommendations or installing things that will have the longest possible life."

On top of providing IP display handsets for many of Hampshire Hotels' properties, Alcatel-Lucent also built a dark fiber network that connects all the Hampshire properties to a central location in the Astoria neighborhood of New York City. This network will make a central reservation system operate more smoothly and will also allow hotel staff at each of the properties to communicate at no cost.

"The dark fiber network allows us a close circle of control," said Brendan McNamara, VP of brand development and communications at Hampshire Hotels.

DIGITAL AGE Alcatel-Lucent [top] and Nortel [bottom] each offer Internet-Protocol telephones specific to the hospitality industry. Experts say IP phones with programmable displays offer revenue opportunities and opportunities to reduce expenses. For example: hotel directories can be programmed right into the phone, eliminating paper and printing costs; and wake-up calls can be automated in order to free up labor costs.

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Fashionable gadgets

INNOVATE THE GUEST EXPERIENCE

FINGERTIP FUNCTIONALITY
HP's TouchSmart Business PC can be placed in the lobby of a hotel and used as a concierge station, connecting with various backend systems, including flight information display systems. It allows the guest to access real-time flight arrival/departure information, print their boarding passes, learn about area attractions and more.
hp.com
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SLEEK SOUND
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sonoro-audio.com
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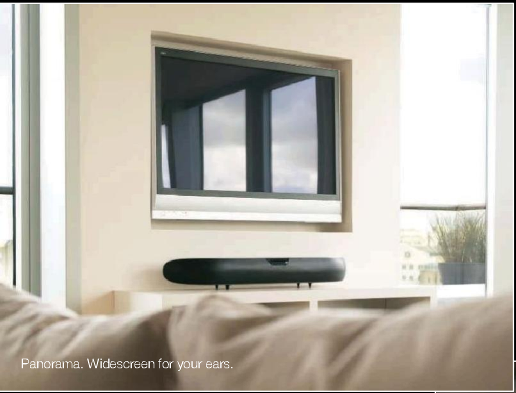

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call for submissions

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If you have a completed hotel-design project that you would like considered for inclusion in the print or electronic versions of Hotel Design, follow these steps:

Each submission should include the following material:

No more than a two-page typed description of the property, including the property name, dates of construction, whether the project was new construction or renovation, a summary of the project's principal features—including design intention, challenges, resources, budget and the project's owner. Other specs can be included as warranted.

- A minimum of seven (7) and maximum of 12 photographs of the property. The photographs must be burned onto a CD-ROM, and must be at least 8 inches by 10 inches in size and a minimum resolution of 300 dpi. The photographer's name and contact information must be included. Accepted formats are .jpg and .tif.
- A low-resolution print of the submitted photographs.
- A specific source list of all items and materials used in the project including contact information (website and/or address and phone number).
- The complete name of the design firm handling the project. Include a complete mailing address, e-mail address and phone number.
- A list of the project team's members, including titles and contact information. Please specify the primary contact on the team.
- A list of contributing professionals who worked on the project.

Submissions that focus on a specific area of a project (guestrooms or public space, for example) could receive preferential treatment.

Design firms that submit all of the requested information will receive first consideration. There is no deadline for submissions as Hotel Design's 2009 schedule includes plans for print and electronic versions throughout the year. All segments and classes of hotels will be considered for inclusion based on design inspiration.

EDITOR'S TIP: To ensure accuracy, please consult with all contributing members or companies before submitting the project.

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Your guide to featured projects

Not all items are shown in photos

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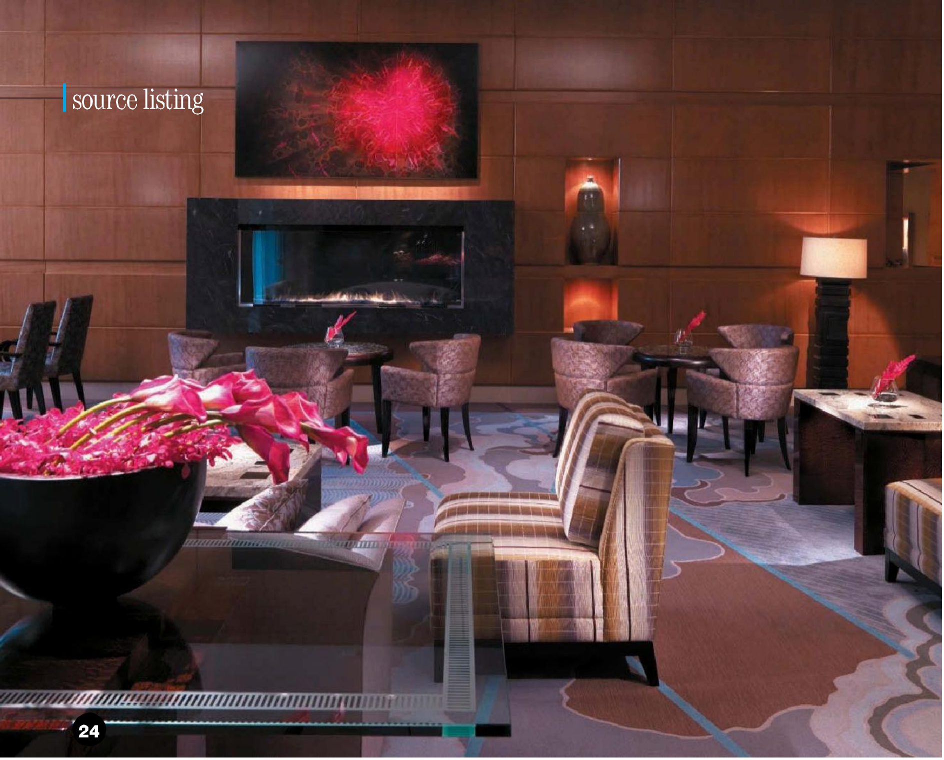

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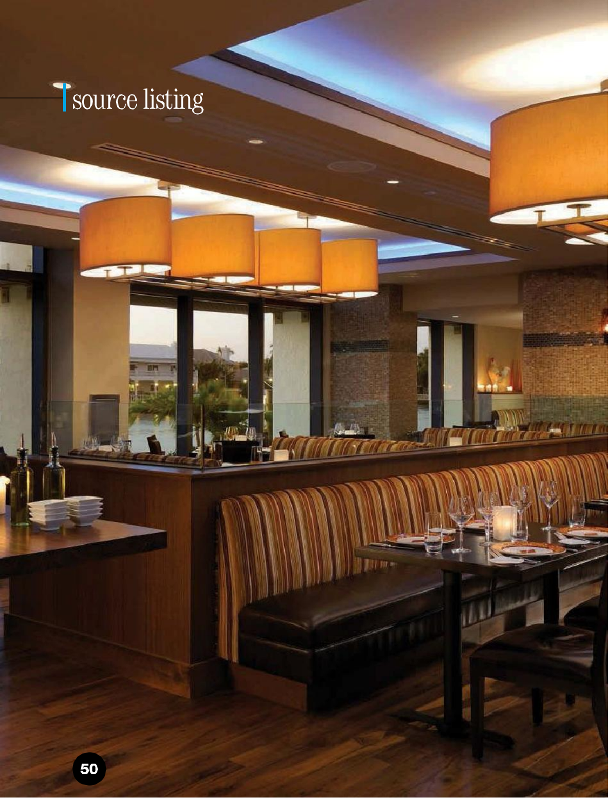

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If you have a hotel-related design project that you would like considered for inclusion in an upcoming issue of Hotel Design, **please go to page 94** to learn how to submit your projects.

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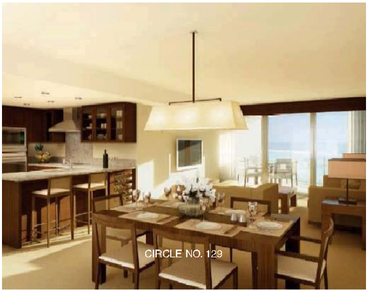

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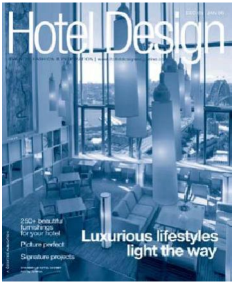

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1. Which of the following best describes your business relationship to the hotel, resort or spa industry? (fill in ONE only)

Architects/Designers
- 01 ◯ Interior Design Firm designing hotel, resort and spa properties
- 02 ◯ Architectural Firm designing hotel, resort and spa properties
- 03 ◯ Contractor/Builder/Developer building hotel, resort and spa properties
- 04 ◯ Purchasing Firm buying FF&E for hotel, resort and spa properties
- 05 ◯ Other (please specify) ______________

Owner/Operators
- 06 ◯ Hotel ➡
- 07 ◯ Resort ➡
- 08 ◯ Lodge ➡

If a hotel, resort or lodge, indicate the number of rooms:
- 1 ◯ 300 Rooms or More
- 2 ◯ 100-299 Rooms
- 3 ◯ Under 100 Rooms

- 09 ◯ Destination Spa
- 13 ◯ Headquarters or Regional Office: Franchises, Chains, Referral/Management Organizations
- 14 ◯ Hotel Property/Real Estate Developers/ Independent Developers
- 20 ◯ Other (please specify) ______________
- 30 ◯ Trade, Supplier, Dealer, Distributor or Manufacturer's Rep
- 50 Other (please specify) ______________

2. Which of the following best describes your title? (fill in ONE only)
- 001 ◯ Owner/President/CEO
- 002 ◯ Partner
- 003 ◯ Project Director/Manager
- 004 ◯ Purchasing Director/Manager
- 005 ◯ Architectural Director
- 006 ◯ Sr. Design Director
- 007 ◯ Other VP/Director/Manager
- 008 ◯ Interior Designer/Architect/Engineer
- 009 ◯ Other Design Personnel (please specify) ______________
- 010 ◯ Other Management Personnel (please specify) ______________
- 020 ◯ Other (please specify) ______________

3. Owner/Operators (Lodges, hotels, resorts, spas)

A. If more than one, how many properties do you own or operate? (please specify) ______________

4. How many lodging projects have you worked on for hotels, resorts and spas in the last 24 months?
- 1 ◯ 25 or more
- 2 ◯ 10–24
- 3 ◯ 5–9
- 4 ◯ 1–4

5. Please indicate the number of employees at your firm's address, including yourself:
- 1 ◯ 25 or more
- 2 ◯ 10–24
- 3 ◯ 5–9
- 4 ◯ 1–4

6. Which of the following functions do you perform in the design/décor process? (fill in ALL that apply)
- 1 ◯ Program Planning and Concept
- 2 ◯ Schematic Designer
- 3 ◯ Design Development
- 4 ◯ Architecture/Design/Development
- 5 ◯ Installation
- 6 Other (please specify) ______________
- 89 ◯ None of the above

7. Your firm's total lodging project revenue for the last 12 months? (For architectural or interior design firms only):
- 1 ◯ More than $10 Million
- 2 ◯ $5M – $9.99 Million
- 3 ◯ $4M – $4.99 Million
- 4 ◯ $3M – $3.99 Million
- 5 ◯ $2M – $2.99 Million
- 6 ◯ $1M – $1.99 Million
- 7 ◯ Less than $1 Million

8. Type of ownership (for hotels and resorts only):
- 1 ◯ Chain
- 2 ◯ Franchise
- 3 ◯ Management Company
- 4 ◯ Independent
- 999 ◯ Other (please specify) ______________

9. Which of the following product categories do you purchase, specify, approve or otherwise influence the purchase of? (fill in ALL that apply)
- 21 ◯ Apparel
- 22 ◯ Architectural/Building Products (including electrical, plumbing and other products)
- 23 ◯ Art & Accessories (including flowers and plants)
- 24 ◯ Communication systems, services and equipment (including audio/visual)
- 25 ◯ Furniture, fixtures, equipment (FF&E)
- 26 ◯ Wall coverings
- 27 ◯ Fabrics
- 28 ◯ Lighting Products
- 29 ◯ Flooring (including stone, tile, carpeting)
- 30 ◯ Security Systems
- 31 ◯ Window Treatments
- 32 Other (please specify) ______________
- 99 ◯ None of the above

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